

## Office of Business Management, HR-1.4 Action Plan for 1998

The Office of Business Management serves Human Resources and Administration, the Office of the Secretary, and Headquarters organizations by providing internal financial and administrative services, Working Capital Fund management, employee and customer surveys, and other administrative functions.

Commitments that support our mission are presented as follows:

HR CORPORATE GOAL A:           We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission.

### BUSINESS MANAGEMENT COMMITMENTS:

Commitment #1	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Measure HR's Workforce Diversity	Compile statistics into annual Affirmative Employment Report	Report completed by March 1998.	Statistics obtained from the Office of Civil Rights and PAY/PERS. Report compiled into proper format and provided by the Asst. Secretary to the Office of Civil Rights	Greg Bettwy 6-8024 HR-1.4	HR/SP Goal A HR/Agree w/Sec DOE/SP Civil Rights' call for information
	Provide mid-year assessment to HR Direct Reports so that they can take appropriate action	Updated statistics provided to Direct Reports as part of resource trend analysis by April 1998.	Report provided by Business Management to Direct Reports as part of the resource trends analysis.	Greg Bettwy 6-8024 HR-1.4	Same As Above

Commitment #2	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Achieve assigned FY 1998 staffing targets for HR	Establish critical hire process within HR	Staffing levels reach target in FY 1998.	Hiring updates provided to Arch/Tom as required. Direct Reports notified at staff meetings.	Greg Bettwy 6-8024 HR-1.4	HR/SP Goal A HR/Agree w/Sec SAI Staffing Allocations Determined by Deputy Secretary
	Priority Hiring List developed and altered throughout year	Critical Hire priority list modified as needed.	List developed at direction of Arch/Tom. Direct Reports notified of decisions.	Greg Bettwy 6-8024 HR-1.4	Same as above.

Commitment #3	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Build a comprehensive index of HR&A performance measures	Develop comprehensive list of performance measures throughout HR	List developed by March 1998	List provided to Direct Reports by Howard Borgstrom	Howard Borgstrom 6-3960 HR-1.4	HR/SP Goal A GPRA requirements

Commitment #4	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Improve Front Office management systems	Improve desktop workstations and increase standardization in HR-1.4	Purchase color printer by April 1998	No report required	Greg Bettwy 6-8024 HR-1.4	HR/SP Goal A
		Serve on Information Collaboration Workgroup	No report required	Greg Bettwy 6-8024 HR-1.4	Same as above
		Implement DOCS in stages throughout HR	Final report (Lessons Learned) following implementation	Greg Bettwy 6-8024 HR-1.4	Same as above

HR CORPORATE GOAL B: We will provide best-value products and services to our customers.

Commitment #5	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Improve the Working Capital Fund	Plan and implement 100% of improvements outlined in the 1997 IG report on the Working Capital Fund.	Implement 100% of the improvements in FY1998.	Semi-annual required DARTS reports through HR-1 to CR. Specific updates required for each open recommendation.	Howard Borgstrom 6-3960 HR-1.4	HR/SP Goal B IG Report on Working Capital Fund

Commitment #6	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Analyze DOE organization for administrative services	Collect, sort and analyze Departmental workforce data in order to better understand how the Department is using its staffing resources to deliver administrative services	Acquire software and access to data in February 1998	No report required	Howard Borgstrom 6-3960 HR-1.4	HR/SP Goal B
		Collect data and conduct analysis in March 1998	No report required	Howard Borgstrom 6-3960 HR-1.4	Same as above
		Prepare final product in April 1998	Final report issued to Arch/Tom.	Howard Borgstrom 6-3960 HR-1.4	Same as above

HR CORPORATE GOAL C:

We will be recognized by our customers as being a “Quality” organization by emphasizing customer and employee satisfaction, and improved partnerships.

Commitment #7	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Become a recognized leader in Quality Management (QM) principles.	Use MB criteria as a roadmap to success.	Improve MB self-assessment scores.	HR-1.4 Criterion Team provides status input to HR-1 as requested.	Howard Borgstrom 6-3960 HR-1.4	MBC #1-7 DOE - SP, Corporate Management Goal, Objective #3 (Strategy #4)
	Use EQA to track progress and measure improvements.	Improve EQA scores.	HR-1.4 Criterion Team provides status input to HR-1 as requested.	Howard Borgstrom 6-3960 HR-1.4	Same as above
	Identify improvement initiatives annually based on EQA feedback reports and/or self-assessments.	Increase positive responses by 5% to questions on employees survey concerning HR leadership using QM principles.	HR-1.4 Criterion Team provides status input to HR-1 as requested.	Howard Borgstrom 6-3960 HR-1.4	Same as above
	Implement and enhance systems that effectively disseminate quality related information throughout the Department.	Increase number of team awards recognizing quality efforts.	HR-1.4 Criterion Team provides status input to HR-1 as requested.	Howard Borgstrom 6-3960 HR-1.4	Same as above

Commitment #8	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Improve HR Customer and Employee Survey processes and increase survey response rates.	Obtain customer/employee feedback to enhance the validity of survey responses.	Increase response rate by 10% from 1997 level.	Final report on survey provided to Arch/Tom and direct reports	Susan Smith & Chris O’Gwin, HR-1.4 6-3296, 6-0391	HR/SP Goal C DOE-SP, Corporate Management
	Develop annual action plans that address customer/employee feedback.		HR organizations develop action plans stemming from results as appropriate.	Each HR organization	Same as above
	Enhance survey instrument as appropriate to increase survey response rate and response validity.	Redevelop and enhance electronic survey.	Using internal feedback, enhance survey and use improved instrument for 1998 surveys.	Susan Smith & Chris O’Gwin, HR-1.4 6-3296, 6-0391	Same as above

Commitment #9	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Continue to meet and/or exceed customer needs and expectations	Conduct annual customer satisfaction surveys	Increase customer satisfaction levels by 5% per year over previous year survey results for overall HR and key products and services	Provide overall and individual office survey results to Tom/Arch and direct reports.	Susan Smith & Chris O’Gwin, HR-1.4 6-3296, 6-0391	MBC #3, #7 DOE-SP, Corporate Management Goal, Objective #2
	Develop actions plan to address survey results				
	Improve customer satisfaction				

HR CORPORATE GOAL D:            We will enhance the effectiveness, well being and satisfaction of HR employees.

Commitment #10	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Align workforce with organizational goals, commitments, and priorities.	Develop, assess, and implement a unified approach to fill organization skill gaps that involve training, re-assignments, promotions, hiring, reengineering processes, and/or redesigning jobs.	<p>Increase by 5% each year employee satisfaction with job structure and self-directed responsibilities.</p> <p>Increase by 5% each year customer satisfaction with timeliness and quality of products and services.</p>	Overall and organizational reports from employee and customer surveys compiled and presented to Arch/Tom and direct reports	Susan Smith & Chris O’Gwin, HR-1.4 6-3296, 6-0391	MBC #5, #7 DOE-SP, Corporate Management Goal, Objective #3 SPA, HR#4

Commitment #11	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Model a learning organization (HR)	Capture individual learning needs in new or revised Individual Development Plans (IDPs) that reflect organizational skills needs and individual preferences.	100% of employees have new or revised IDPs in place each year. Effectiveness of IDPs increases each year, based on employee satisfaction survey results.	Report to HR-1 annually as requested.	Greg Bettwy 6-8024 HR-1.4	MBC #5, 7 DOE-SP, Corporate Management Goal, Objective #3 SPA, HR#4
	Develop annual HR training plan and evaluate plan implementation	Top 2 to 5 organizational training priorities identified in the annual training plans are met each calendar year.	Report to HR-1 annually as requested.	Greg Bettwy 6-8024 HR-1.4	Same as above
	Employ a variety of individual learning strategies including job rotations, special assignments, mentoring, learning teams, and self-development.	Plan and implement one new organizational learning strategy by each organization and evaluate for effectiveness.	Report to HR-1 annually as requested.	Greg Bettwy 6-8024 HR-1.4	Same as above

Commitment #12	Strategies	Metrics	Progress Reporting	Responsible Person	Linkages
Establish a consistent and reliable system to support and monitor levels of employee well-being and satisfaction.	Develop an effective communications program.	Increase of 5% in employee satisfaction rate with communication of information.	Final results from employee survey communicated to Arch/Tom and direct reports.	Susan Smith & Chris O’Gwin, HR-1.4 6-3296, 6-0391	MBC #5, 7 DOE-SP, Corporate Management Goal, Objective #3 SPA, HR#4
	Review and report indicators of employee well-being and satisfaction annually.	Track data trends of employee well-being and satisfaction annually.	Trend data compiled and communicated to Arch/Tom & direct reports.	Susan Smith & Chris O’Gwin, HR-1.4 6-3296, 6-0391	Same as above
	Conduct annual employee satisfaction survey and prepare action plan to address the top two or three areas of employee concerns.	Address top two or three areas of employee concerns; show improvement from previous.	Trend data compiled and communicated to Arch/Tom & direct reports.	Susan Smith & Chris O’Gwin, HR-1.4 6-3296, 6-0391	Same as above